



ICAO SECURITY & FACILITATION EUR/NAT

2021 | THE YEAR OF SECURITY CULTURE

Safeguarding the Security Culture in Transformational Times

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Geneva, 1 July 2021

EUR/NAT Security Culture Seminar

30 June - 1 July 2021



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Who We Are, in a Nutshell

1985: ICTS established, for airline security services

2021: 16000 employees

Europe and N. America, > 80 locations, > 300 clients

- Airline and airport security services - The Core Expertise
- Maritime security
- General security, K9 security
- Technologies for security
- Consultancy and training for security





The Scope of this Presentation

- Building a Robust Security Culture
- The Security Culture in Times of Disruption
- Transporting the Security Culture into the Future
- Security Culture Measurement



©The Security Culture Framework, 2017: “Security Culture” refers to **the ideas, customs, and social behavior that impact security in an organization**. Organizations can leverage a strong security culture to help minimize security risk.



Building a Robust Security Culture

- **Leaders from the ranks:** committed security experts for “Safety and Security First”
- **Training and trainers for a learning organization**
- **Awareness - Alertness - Action:** The 3A principle of security mindedness
- **One for all, all for one:** communication - sharing - mutual support
- **Trust and recognition**
- **Progress and solutions:** initiatives, innovations, technologies
- **Rituals:** briefings, appraisals, remembering historic anniversaries, bulletins



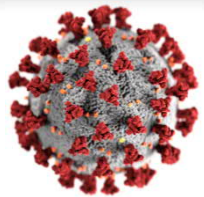


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The Security Culture in Times of Disruption

An Opportunity for Maintenance, Innovation, Transformation

- Leadership
- Flexible, partial furlough policy
- Temporary transfer of staff to non-aviation security
- Active, structured communication
- “Safety and Security First”
- Dealing with the present and future challenges





Transporting the Security Culture into the Future

- “Back in the Air” innovations: H&S, crowd management and travel-doc validation
- Learning Management System (LMS) enhancement
- Topics in focus, Mar. 2020 – Jun. 2021: 76 online events, > 1,000 managers supervisors
 - ✓ Cybersecurity threat mitigation (incl. Netiquette)
 - ✓ Insider threat mitigation
 - ✓ Preserving teams & re-integration of staff
 - ✓ Change management
 - ✓ Conflict mitigation (with pax, staff, clients, others)
 - ✓ Risk mitigation and contingency planning





Security Culture Measurement by Figures/KPI and Trends

- Interceptions
- Inspection and test results
- Staff and customer satisfaction
- Training and briefings
- Reporting and communication parameters
- Staff retention and staff return





Safeguarding the Security Culture in Transformational Times

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- ✓ Security Culture Measurement

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